JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

MAY 2014

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Program Title:	**Jordan Competitiveness Program**
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ABBREVIATIONS

ATF	Access to Finance
CDC	Career Development Center
CGO	Career Guidance Offices
CLIR	Climate Legal and Institutional Reform
CT	Clean Technology
GJU	German Jordanian University
GoJ	Government of Jordan
HLS	Healthcare and Life Sciences
ICT	Information and Communication Technology
JCP	Jordan Competitiveness Program
JFDA	Jordan Food and Drug Administration
JUST	Jordan University of Science and Technology
KAFD	King Abdullah Fund for Development
MDA	Ma'an Development Area
MDC	Ma'an Development Company
MoH	Ministry of Health
MoITS	Ministry of Industry, Trade and Supply
MoPIC	Ministry of Planning and International Cooperation
MTC	Medical Tourism Council
PMEP	Performance Management and Evaluation Plan
PSUT	Princess Sumaya University for Technology
R&D	Research and Development
SEE	Supportive Enabling Environment
SWM	Solid Waste Management
SOW	Scope of Work
UJ	University of Jordan
VTC	Vocational Training Corporation
WFD	Workforce Development

INTRODUCTION

The Jordan Competitiveness Program aims to create jobs and increase growth in the Jordanian private sector by investing resources in the Information and Communication Technology (ICT), Clean Technology (CT) and Healthcare and Life Sciences (HLS) sectors. Launched in October 2013, this 5-year, $45 million program will employ a private-sector led and participatory approach to achieve its goals. JCP offers a focused, integrated approach to enhancing Jordan's competitiveness through four program components:

- Supportive Enabling Environment: provide policy and regulatory reform support to enhance competitiveness, innovation and trade; and build the capacity of the Government of Jordan;
- Workforce Development: improve Jordanian workforce readiness in JCP's targeted clusters through an approach that strengthens Career Development Centers, establishes Centers of Excellence, and creates internship and training programs;
- Cluster Development: engage private sector stakeholders in a collaborative process to develop and implement business plans and growth strategies in the three sectors based on approaches that capitalize on competitive advantages, and,
- Access to Finance: increase access to finance for Jordanian businesses and entrepreneurs by creating awareness of available financing, developing programs to build capacity of firms to offer and access financing, and supporting the development of innovative public private partnerships and angel investment networks.

This report presents major highlights of the program overall and at the component level for the month of May 2014.

MAJOR HIGHLIGHTS

His Majesty King Abdullah II Promotes the ICT Sector in California – The highly anticipated Innovative Jordan event, featuring attendance by His Majesty King Abdullah II, was an enormous success. Hosted by the University of California at Berkeley, JCP worked with the Royal Court to organize a number of appearances, meetings, and a speech delivered at the conference aimed at promoting investment in the ICT sector in Jordan. During the visit to the San Francisco Bay area, JCP also arranged a number of events that brought together ICY startups from Jordan and US investors for the purpose of highlighting the talent worth developing in Jordan and to explore other investment opportunities. The visit received great publicity in the English and Arabic press in Jordan.

Gender Assessment Feedback Workshop – After an intensive month-long gender assessment conducted by a DAI team, JCP held a Stakeholder Validation Workshop held on May 4th. Organized into sector-specific groups, the 50 attendees reviewed, discussed and provided feedback on the preliminary conclusions and recommendations.

Export Development Program Designed- The ICT team conducted a modified Implementation Lab to support design of a tailored Export Development Program grounded in the Jordanian context and informed by intensive engagement with the private sector. JCP staff and program partners McKinsey and Int@j worked together to design a framework and tool to assess the export readiness of ICT companies. Twenty companies were selected to participate in a pilot of the export readiness tool based upon specific criteria, including designation as a growth or scale-up entity and status as either near ready to export or already exporting to a limited degree.

HM King Abdullah II and members of his delegation at the Plug and Play start-up accelerator in Silicon Valley.

COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

The Supportive Enabling Environment (SEE) team led the conduct of an intensive GenderCLIR Assessment in coordination with a DAI contingent of technical experts supervised by the firm's Global Practice Leader for Trade, Regulatory Reform and Gender, Anne Simmons-Benton. The team interviewed more than 70 representatives from the Government of Jordan (GoJ), business and civil society organization and held focus groups with more than 40 stakeholders in the program's focal areas of Healthcare and Life Sciences, Clean Tech and ICT. The Assessment culminated in a Stakeholder Validation Workshop held on May 4th. Organized into sector-specific groups, the 50 attendees reviewed, discussed and provided feedback on the preliminary conclusions and recommendations. The assessment results will inform the design of JCP interventions to address and overcome barriers to women's participation in the knowledge economy and to strengthen the business enabling environment for JCP's target sectors.

Members of the SEE team also participated in the Arab Women Entrepreneurship Program event held on May 21st. This was a forum for women in business which allowed the SEE team to validate some of the findings from the GenderCLIR activity and helped to introduce and position JCP among similar projects working on economic development and gender issues in Jordan.

Under its mandate to design and implement a series of interventions to address key policy and regulatory issues, the SEE team is delivering support for the GoJ's ongoing review of processes related to investment in Jordan by foreign entities through two activities. First, JCP plans to engage local legal expertise to provide advice and guidance to the Ministry of Industry, Trade and Supply on the proposed investment law and to assist in drafting the related supporting regulations. Second, an international technical expert in investment issues will be recruited to provide investment policy analysis and support for an anticipated public-private dialogue platform to be initiated by the Jordan Strategy Forum (JSF) and key stakeholders. By using this platform, the team hopes to accomplish policy reform in a sustained manner through ensuring an inclusive and participatory engagement process.

As requested by the Ministry of Planning and International Cooperation (MOPIC), the SEE team is designing a plan to support development of the recently announced Ten-year Economic Blueprint for Jordan. As a first step, the team will share the supporting analyses and meeting documents generated over the past six months in creation of JCP's key sector development plans, all of which are also priority sectors for the Blueprint. JCP is also exploring delivering ongoing technical assistance through a designated resource to be embedded within the Ministry to deliver program support through the life of the activity.

The SEE team continues to provide support to the Cluster Development Component activities, primarily centering on the taskforces working on regulatory reform matters. Specific activities undertaken in this area this month include:

- *Waste Sub-Sector: Legislative and Instructional Taskforce:* A series of three meetings were held to map the legal and institutional areas in this sector and identify priority activities to inform an action plan for this sub-sector.

- *Energy Sub-Sector: Legislative and Instructional Taskforce:* Building on the outcomes of the Decentralized Renewable Energy Implementation Lab, the taskforce is engaged in the selection of priority areas to inform an action plan for this sub-sector. The SEE and Clean Tech teams are working to develop a study, in cooperation with the Jordan Chamber of Industry and MoITS, to identify component suppliers and examine specifications for photovoltaic (PV) renewable energy systems. This will help to clearly define the market of Jordanian companies which produce inputs for the PV industry, and will identify areas of work to strengthen local manufacturing linkages that will it turn contribute to raising the CT industry's competitiveness.

- *Drug Registration Taskforce:* The two meetings conducted with this taskforce explored immediate and longer-term solutions to reduce the length of the drug registration process. The JFDA, Jordan Association of Pharmaceutical Manufacturers, JCP, pharmaceutical companies and other interested stakeholders are cooperating to design an action plan to substantially decrease the drug registration time for pharmaceutical companies in Jordan. This activity will reduce the backlog of many drugs produced by Jordanian and international pharmaceutical companies which have applied for registration with the JFDA and which have not yet gone to market.

Activities Planned for June

- Identify and recruit technical advisors to deliver targeted assistance to the GoJ, as described in the preceding paragraphs.

- Continue sector and cluster development stakeholder taskforce meetings.

COMPONENT II: WORKFORCE DEVELOPMENT

The Workforce Development (WFD) team advanced JCP's strategic partnership with the King Abdullah II Fund for Development (KAFD) on multiple fronts during May. In support of KAFD's development of FORUS, the Fund's online portal for employment and entrepreneurship opportunities, JCP recruited a technical advisor to assist in compiling content for the entrepreneurship section of the portal. JCP also evaluated nine proposals received in response to the entrepreneurship training RFP issued last month. This award will be made in July and the training will subsequently be delivered in coordination with KAFD Career Guidance Offices (CGOs) at three target universities (JUST, GJU and PSUT), as part of ongoing efforts to upgrade the CGOs.

This month, the WFD team also pursued several opportunities for collaboration with other players working in this space. The team explored coordination of activities with the Active Labor Market Project, an initiative financed by the MENA Transition Fund and designed to increase access to career guidance and employment assistance for youth. The team identified two areas in which to cooperate: evaluation of existing career counseling manuals and service providers and upgrading career guidance and counseling service offerings at universities. These two areas are in alignment with JCP's plans to institutionalize career counseling services and upgrade the KAFD CGOs service offerings at universities.

JCP also met with T21 and City and Guilds, which we are currently assessing in terms of potential opportunities for collaboration. T21 (a partner of both KAFD and INJAZ) seeks to build an online community connecting and fostering collaboration among youth, educators, mentors, government and employers. City and Guilds, a leading UK vocational education and training organization, offers services to training providers, employers, and trainees across multiple sectors, including Clean Tech and Healthcare and Life Sciences. Based on an initial assessment, City and Guilds may be a good partner for business associations and training centers in providing certified training courses.

The team continued exploring providing support to Int@j's ICT Sector Skills Organization (SSO) activity, including attendance at a workshop sponsored by the International Finance Corporation (IFC), a key implementing partner for the activity. Held at the Ministry of ICT, the session updated partner universities JUST, Philadelphia and Balqa on the status of the SSO's qualifications framework and anticipated next steps. The agenda included a discussion of the first pilot activity of the SSO: working with the universities to develop and implement the qualifications framework and the review, development and implementation of a post-graduate curricula based on industry needs. The WFD, ICT and Grants teams are currently evaluating an Int@j concept paper soliciting JCP support for the effort.

In response to needs identified during the CT and HLS Implementation Labs, the WFD and Sector development teams agreed to conduct a labor supply and demand study. An RFP for HLS sector was developed and will be issued in June. Also, an RFP for CT is anticipated to be issued in July. The overall objective of this study is to identify the gaps between labor supply and demand and will assist the sectors in identifying the workforce development interventions needed to bridge those gaps. Those interventions could cover a wide spectrum of activities that could fall under the category of education and skill development needs, including track specialization programs to match market demands.

Activities Planned for June

- Sign MoU with KAFD outlining workforce-related areas of cooperation with JCP.

- Continue field visits to targeted universities (JUST, PSUT) to build buy-in for participation in planned JCP and KAFD activities to upgrade the universities' KAFD CGOs service offerings following the recommended model by JCP as a result of the assessment that was completed during March.

- Continue to provide support for CT and HLS workforce task force meetings.

COMPONENT III: CLUSTER DEVELOPMENT

CLEAN TECH

Stakeholder Engagement

This month, JCP engaged in strategic partnership discussions with the following organizations:

Jordan Green Building Council (Jordan GBC): GBC has already begun to take the initiative to host and facilitate taskforces in the Energy and Solid Waste Management (SWM) sub-sectors. JCP sees value in strengthening GBC's role in the Energy Efficiency sector and is evaluating plans to cooperate in areas of common interest.

EDAMA: EDAMA has requested JCP's support in multiple areas, including awareness, advocacy and capacity building. A key partner in the Renewable Energy sector, the Association is already helping to lead the Energy Awareness taskforce. JCP will continue partnership explorations discussions with EDAMA in June.

Jordan Chamber of Industry (JCI): JCI and its members constitute a market for Clean Energy services and a clear target group for CT awareness, Access to Finance and WFD activities. JCI has requested support for a Renewable Energy local content assessment and assistance in the area of Access to Finance for clean energy applications by industries. JCP agreed to with the JCI on both issues.

Additional stakeholder activities undertaken this month include:

- The CT team completed a mapping and assessment of Clean Energy and SWM stakeholders exercise. The mapping covered more than 350 entities across Jordan from public, private, academia and associations. The assessment will help JCP develop a stakeholder database and help the program understand the importance of the various stakeholders in the ecosystem in order to identify tools and mechanisms to strategically communicate and engage with each of them.

- JCP staff participated in a field visit to witness the launch of the first green leasing project in Jordan – a renewable energy-supported farm financed by Tamkeen leasing company, a project stakeholder. Tamkeen acknowledged JCP as a supporter and facilitator.

Ruba Al Zubi and the Tamkeen team at the launch of the first green leasing project in Jordan.

- The CT Sector Lead represented JCP in the

first meeting of the Jordan Women Industrial Community and delivered a presentation on the program, highlighting areas of mutual interest, such as legal reform and advocacy, access to finance and capacity building. The fledgling association aims to support and highlight the role of women in Jordan's industrial sector and represent them through various advocacy platforms, including with the GoJ.

Highlights from Taskforce Meetings
The first meeting of the Energy Human Capacity Taskforce was attended by EDAMA/JEC (Jordan Energy Chapter), Jordan GBC, the Vocational Training Corporation, Jordan Chamber of Industry, private training providers (Al Assala), other key stakeholders. JCP's WFD, ATF and CT teams also participated. The meeting resulted in consensus on the need for a study of the demand and supply of labor in the Renewable Energy sector. In response, JCP is planning to provide technical assistance for this effort which will advance Jordan's clean energy and green economy sectors.

The Solid Waste Infrastructure Development Taskforce discussed the topic of transfer stations for solid waste, which included a presentation of the case for Irbid by the Greater Irbid Municipality. The taskforce requested JCP to conduct a donor mapping exercise for SWM. In addition, they asked for technical assistance to integrate solid waste related aspects into zoning, planning policy and regulations to enable improved SWM and inform strategies for private sector involvement. JCP is evaluating this request and plans to consult with line ministries to ensure their support and buy-in.

Irbid Clean Energy Initiative
JCP completed the RFP and MoU for the Irbid Clean Energy initiative, based on our assessment that the Irbid industrial sector offers an excellent model for clean energy applications and could contribute to creating new markets for Jordanian energy companies and service providers. The activity is also expected to catalyze CT cluster development in the North and contribute to industrial competiveness through addressing escalating energy costs. Building on its knowledge economy and young, educated population, Irbid has the potential to become a leading city in Jordan in the field of Clean Energy and to evolve into a CT hub.

Activities Planned for June
- Continue exploration and development of partnerships with organizations in Irbid and Ma'an, as well as joint activities with associations like EDAMA, GBC, and JCI.

- Commence the Clean Tech/Access to Finance focused sessions.

- Convene SWM groups to discuss and reach consensus on priority interventions in the sector.

HEALTHCARE AND LIFE SCIENCES
This month, the team focused much of its attention on development of the Medical Tourism Council (MTC) concept, including completion of a financial model for the proposed initiative and exploration of various approaches to ensuring long-term sustainability of the entity. HLS sector staff worked closely with the ATF team to develop several financial scenarios that will be shared with sector stakeholders to test assumptions and secure buy-in. The team also explored various options for seed funding of the MTC in addition to potential JCP support, including possible donor funding through the European Bank for Reconstruction and Development (EBRD), allocation of medical tourism funds from the Jordanian Tourism Board's budget, support from MOPIC, and stakeholder contributions.

To further program activities beyond Amman, JCP conducted a meeting with key HLS stakeholders in Irbid on May 22nd which included decision-makers from JUST, King Abdullah University Hospital, Jordan Nursing and Midwives Council, and the Irbid Specialty Hospital. The HLS team lead presented

the outcomes of the recent Implementation Labs, discussed proposed HLS activities in Irbid, and explored key issues and barriers facing the HLS cluster in Irbid. Additional meetings are planned for the coming months.

Stakeholder Engagement

In support of JCP's expanding partnership with the High Health Council (HHC), HLS and ATF staff met with HE Michael Nazzal, the President of the Jordan Hotel Association, on May 13th to present an overview of JCP's HLS sector development strategy and vision for strengthening Jordan's healthcare industry. The HLS team also continued potential avenues of collaboration with the HHC on such areas as medical tourism, homecare, and continuing medical education initiatives. Follow-on meetings will be set for June.

At the request of the U.S. Department of State, JCP met with Mr. Rashed Darwazeh, CEO of Excellence Inc.; Mr. Daniel Smigelski, Executive Vice President of American Hospital Management Company; and, Mr. Mohammed Turk, Managing Director of MIS Solutions, Inc. The three companies comprise a consortium of investors in Innovacare Center and Resort, a minimally invasive surgery center set to open this July in Aqaba.

Activities Planned for June

- Meet with MTC stakeholders to discuss alternative financing structures, validate the business model and explore approaches to sustainability of the MTC.

- Meet with the HHC and the Minister of Health to present and discuss the MTC initiative and advocate for governmental actions required to implement the initiative.

ICT

Mais Daoud, the ICT Component Lead started this month. She brings over 10 years of experience working in ICT in the public and private sectors. She began her career working for the Ministry of ICT and worked at Int@j for the last six years where she has played a leading role in developing and implementing the national ICT sector's strategy and program development.

The successful organization and facilitation of the "Innovative Jordan" ICT trade promotion activities held in San Francisco on May 13th, led by His Majesty King Abdullah II, represented a major accomplishment for the program this month. King Abdullah attended a morning breakfast with impact investors and 11 entrepreneurs supported by JCP, met with a group of Jordanian expats organized by JCP and delivered a speech at the Innovative Jordan Conference hosted by the University of California at Berkeley. During his speech to an audience of more than 350 interested participants, His Majesty spoke about the strength of, and opportunities within, the ICT sector in Jordan.

In coordination with Int@j, Oasis500 and Silicon Badia, JCP sponsored the participation of eleven Jordanian ICT start-ups in the "Innovative Jordan" program: eCloset, Little Thinking Minds, Zaitouneh, Galary AlSharq, Dakwak, CurlStone, RedTroops, SOWT, Sajlni, Tamatem, and Kohla. The companies met with more than 25 investors from the Bay Area and pitched their firms during a breakfast session hosted by His Majesty. This activity directly supported JCP's mandate to strengthen competitiveness of the ICT sector through linking Jordanian firms with international investors and providing opportunities to improve access to finance.

To support the promotional aspects of the visit, JCP participated in and funded creation of an ICT industry infograph (see Annex A) and a video which can be viewed at:
(http://www.youtube.com/watch?v=reB9_ryTmGo&feature=youtu.be&app=desktop)

The infographic presented an overview of the evolution of the Jordanian tech sector ecosystem and key aspects of the sector today, while the video highlighted the experience of entrepreneurs and other ICT stakeholders in building businesses in this sector in Jordan.

Jordanian Expat Engagement

JCP capitalized on the opportunity provided by "Innovative Jordan" mission to launch a new JCP diaspora engagement initiative, "50 in 5" − 50 diaspora projects in 5 years. More than 25 Jordanian expats active in the tech sector met with His Majesty where he urged the Jordanian tech community in the U.S. to directly support the economic development of Jordan. During the session, the group presented a plan to create a network of professional Jordanian expats who are committed to engaging with Jordanian entrepreneurs in the ICT sector and beyond. His Majesty expressed support for the initiative and asked those present to ensure the success of the proposed initiative.

Wissam Rabadi shares the vision to establish a network of Jordanian professionals in the ICT field.

After this meeting and the public event, JCP hosted a networking lunch at the University, attended by more than 60 representatives from the mission delegation and the Jordanian expat community. The lunch provided an excellent opportunity to build relationships and explore potential investment and collaboration opportunities between Jordanian ICT companies and Jordanian expats in the U.S.

Following the lunch, JCP organized a smaller working meeting and focus group with members of the Jordanian diaspora to discuss establishment of a network for Jordanian expat professionals. DCOP Dr. Wissam Rabadi introduced the concept and explained need for such a network to support Jordan and Jordanian entrepreneurs, as well as to provide Jordanian expats with business opportunities in the Jordan tech sector. Mr. Elie Habib, Founder and Chairman of LebNet (a network of Lebanese-American professionals working in the tech sector in the U.S.) delivered a keynote address. Mr. Habib's presentation on LebNet offered valuable insights on a successful Lebanese experience and guidance as to how Jordan can learn from LebNet in constructing a Jordanian network. With support from JCP, the group is currently preparing a concept paper and preliminary action plan to be completed by end of June. In an attempt to provide tangible targets and produce results, the group agreed to set a goal of delivering 50 substantive engagements between Jordanian professional expats and counterpart entrepreneurs and businesses in Jordan over the next five years. (See Annex B for a list of participating Jordanian expats.)

Visit to Plug and Play

His Majesty also visited Plug and Play, a major tech accelerator in Silicon Valley which hosts Jordanian entrepreneurs. Through a partnership between Umniah (a major tech company in Jordan) and Int@j, seven Jordanian start-ups (Glanse, SOWT, Red Troops, Dakwak, Noqoush, Smart Pen and Curl Stone Studios) have been accelerated at the site during the past nine months. Based on discussions initiated during this meeting, JCP and key stakeholders are exploring establishment of a Plug and Play operation in Jordan. This branch would be designed to prepare companies for future participation in the program in Silicon Valley program and provide a vehicle to attract Plug and Play's more than 200 investors and 300 corporate partners worldwide to visit Jordan and engage with and invest in Jordanian tech companies.

HM King Abdullah II visits the Jordanian Pavilion at Plug and Play during his visit to Silicon Valley.

Meeting with Media Companies in Los Angeles

A smaller contingent from the HM's ICT investment promotion mission (Ecloset, CurlStone, RedTroops, SOWT, Tamatem, Beladcom, AlHodHud) headed to Los Angeles to meet with leaders of media and digital content companies. During this meeting, His Majesty promoted Jordan's competitiveness in this sub-sector, emphasizing Jordan's preeminence in the creation of digital Arabic content and its established position as a regional hub. Participating companies expressed interest in potential investment and partnership opportunities in Jordan and willingness to pursue professional exchanges with Jordanian entrepreneurs and students.

Export Development Program/Implementation Lab (EDP)

May was an especially productive month for the ICT team. In addition to supporting the successful ICT investment promotion mission to the U.S., the team conducted a modified Implementation Lab to support design of a tailored Export Development Program grounded in the Jordanian context and informed by intensive engagement with the private sector. JCP staff and program partners McKinsey and Int@j worked together to design a framework and tool to assess the export readiness of ICT companies (see graphics of the tool in Annex C). Twenty companies were selected to participate in a pilot of the export readiness tool based upon specific criteria, including designation as a growth or scale-up entity and status as either near ready to export or already exporting to a limited degree. Five leading ICT companies, with developed export capabilities, met with the EDP team to share their experience and guidance on how they achieved export success. Members of the Int@j Board of Directors also advised on the process and outcomes of the activity.

Some initial results identified as potential areas of focus include "Market Entry" support services including facilitating market access through visas, providing professional services (legal and financial), providing market intelligence services to identify partners and main players, and marketing support (including lead generation services). The overall results of the assessments, interviews and meetings will be incorporated into a preliminary program design for building an export capacity development program and vetted with stakeholders.

Other Activities

The ICT team initiated discussions this month with Int@j to support the upcoming MENA ICT Forum, the premier biennial ICT platform for regional and international ICT leaders to network, discuss new industry trends and establish business linkages. This year's forum is scheduled for November 12th and13th.

As already described in the WFD section of this report, the ICT and WFD teams continue joint efforts with Int@j to advance the ICT Sector Skills Organization.

Activities Planned for June

- Continue coordination with sector teams to develop plans to support cluster development processes.

- Complete initial ICT EDP Implementation Lab activity, including delivery of assessments to participating companies and finalize EDP program components.

- Continue planning for the MENA ICT Forum.

- Pursue follow-up opportunities from the ICT investment promotion mission to the U.S.

RESEARCH AND DEVELOPMENT

JCP is committed to supporting technology transfer and commercialization in Jordan and will, therefore, be working with the Technology Transfer Network (TTN) established previously by the EU-funded Support to Research, Technological Development & Innovation (SRTD-I) program. This TTN comprises Technology Transfer Units (TTUs), also called Technology Transfer Offices (TTOs), which are distributed across Jordan in universities, research centers and business-oriented organizations, and the Intellectual Property Commercialization Office (IPCO) at El Hassan Science City. The IPCO acts as a national central office connecting and supporting the TTOs. The main aim behind establishing this TTN was to bridge the gap between academia and industry by facilitating linkages, technology transfer and commercialization. Very few of the established TTOs are active.

In line with the support to the TTUs, the R&D team completed mapping the existing TTUs with the assistance of the Intellectual Property Commercialization Office (IPCO). The mapping describes the current status of IPCO and TTUs, enumerates challenges, and identifies capacity building needs of IPCO. The R&D team also conducted a desk review of historical documents on intellectual property (IP) and commercialization policies and/or regulations of Jordanian universities and research centers to support identification of weaknesses in existing university IP policies and regulations.

Activities Planned for June
- Continue mapping of R&D demand side, which would identify areas where research is needed in JCP sectors.

- Contact SRTD II, the second phase of an EU-funded program, to explore areas for potential collaboration.

COMPONENT IV: ACCESS TO FINANCE

The ATF team completed development of a preliminary financial model for the Center of Innovation and Entrepreneurship (CIE), which will serve as a business incubator and innovation center on the premises of the King Hussein Business Park. The CIE will provide assistance to up to 60 innovators, entrepreneurs, and researchers in: 1) fostering innovation; 2) incubating entrepreneurial ventures; 3) commercializing new technologies; 4) launching and growing new ventures; 5) securing access to capital from private and public sources; and 6) providing first-rate entrepreneurship and innovation infrastructure and equipment. The model was constructed to determine the breakeven point based on various revenue structures to be paid by participating companies and features a monthly cash flow statement to determine the required initial investment and time required to reach sustainability. The JCP team reviewed the model with i-Park CEO, Mr. Omar Hamarneh, and discussed potential scenarios to ensure the center's long-term sustainability.

As mentioned in the HLS section, another financial model has been developed in support of the Medical Tourism Council initiative and is currently undergoing validation and testing. The model will be shared with key stakeholders and task forces to secure buy-in for the proposed financial structure of the initiative. Next steps for the ATF team will be to setup a number of meetings with key stakeholders in order to find a sustainable business model for the council and find the optimal capacity structure to handle all patients' affairs. ATF will further support the HLS Sector Lead via continued technical assistance on the business model, raising the appropriate level of "seed capital" for launch, and evaluating and managing the prospective STTAs to support launch activities such as marketing and legal affairs.

This month, the ATF team also engaged in the developing the Export Development Program for ICT companies in coordination with the JCP ICT team, Int@j and the McKinsey consulting team. The Export Development Readiness Framework and Assessment developed through this process is anticipated to constitute a foundation for the broader Investment Readiness Tool currently being designed by the team.

Activities Planned for June

- Co-host a sector specific financing awareness and matching session targeting the industrial sector in collaboration with the Jordan Chamber of Industry, the Jordan Women Industrial Community, and the Jordan Loan Guarantee Facility.

- Conduct meetings with stakeholders engaged in the Medical Tourism task forces to verify financial model assumptions and address funding gaps and structural issues.

- Continue to provide support for completion of the ICT Export Development Program activity, including assisting in preparation and presentation of company analyses and engaging in program design and implementation planning sessions.

CROSS-CUTTING ACTIVITIES

GRANTS

The grants team finalized revisions to the JCP Competitiveness Partnership Fund (CPF) manual. Other activities for the month included conducting internal discussions with component and sector leads to further develop the CPF strategy, set funding priorities and evaluate current opportunities.

Activities Planned for June
- Submit CPF manual to USAID for approval.

MONITORING AND EVALUATION

Based on USAID feedback, the team revised the project PMEP to include new trade and investment related indicators and resubmitted for final approval.

Continuing work on the JCP Competitiveness Index, the ME& team selected Dajani Consulting to define the survey universe and population of private sector businesses in the ICT, HLS and CT sectors. A kick-off meeting was held on May 28th.

The final report for the Social Network Analysis (SNA) mission that was conducted in April by the Duke Network Analysis Center was received and reviewed. The results of the analysis are currently under review to determine whether or not SNA is suitable for JCP's needs.

Activities Planned for June
- Continue work with DAI's home office TAMIS team to build the M&E tracking forms and systems.
- Launch the Competitiveness Index survey identification and verification process.

COMMUNICATIONS

Director of Communications, Nicole Kehler, joined JCP this month. She will lead both the Communications and M&E teams.

The English version of the JCP website went live this month. The Arabic version has been finalized and is currently under review.

Activities planned for June
- Release the Arabic version of the website.
- Review and update existing outreach materials.
- Continue development of the project's communications strategy.

OPERATIONS

The Irbid office has been established. A subcontract to share the space with the USAID LENS project is under development.

JCP hired Mr. Nazeer Malees to serve as the Procurement Manager. He was approved by USAID on May 27th and starts June 1st. Applications for the Director of Operations position have been received; the program hopes to hire for this position by mid-June. A decision has been made to replace the current Finance Manager to strengthen the Operations division.

Activities planned for June

- Initiate hiring for the Irbid office.

- Hire the Director of Operations.

- Recruit a Finance Manager.

JCP CALENDAR – JUNE 2014

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
31	1 (SEE)-Meeting with JSF 11:00 (WFD)- Meeting with JUST 11:00	2 (WFD)- Meeting with KAFD 3:00	3 (SEE)-Meeting with Silicon Badia TBD (WFD)- Meeting with GJU 11:00	4	5	6
7	8 (SEE)- Meeting with MoPIC TBD	9 (ICT)- Meeting with USAID team 9:00	10 (WFD)- Meeting with PSUT TBD	11 (ICT)- Meeting with Int@j TBD	12	13
14	15 (SEE)- MoPIC Conference 9:00-5:00	16 (WFD)- Meeting with KAFD TBD	17	18 (WFD)- Meeting with VTC TBD	19 (ICT)- Meeting with Int@j TBD	20
21	22 (WFD)- Meeting with MoL TBD	23 (CT) (A2F)- Industrial sector meeting	24	25 (CT) (SEE)- Economic plan meeting	26 (WFD)- Meeting with HEAC TBD	27
28	29	30	1	2	3	4
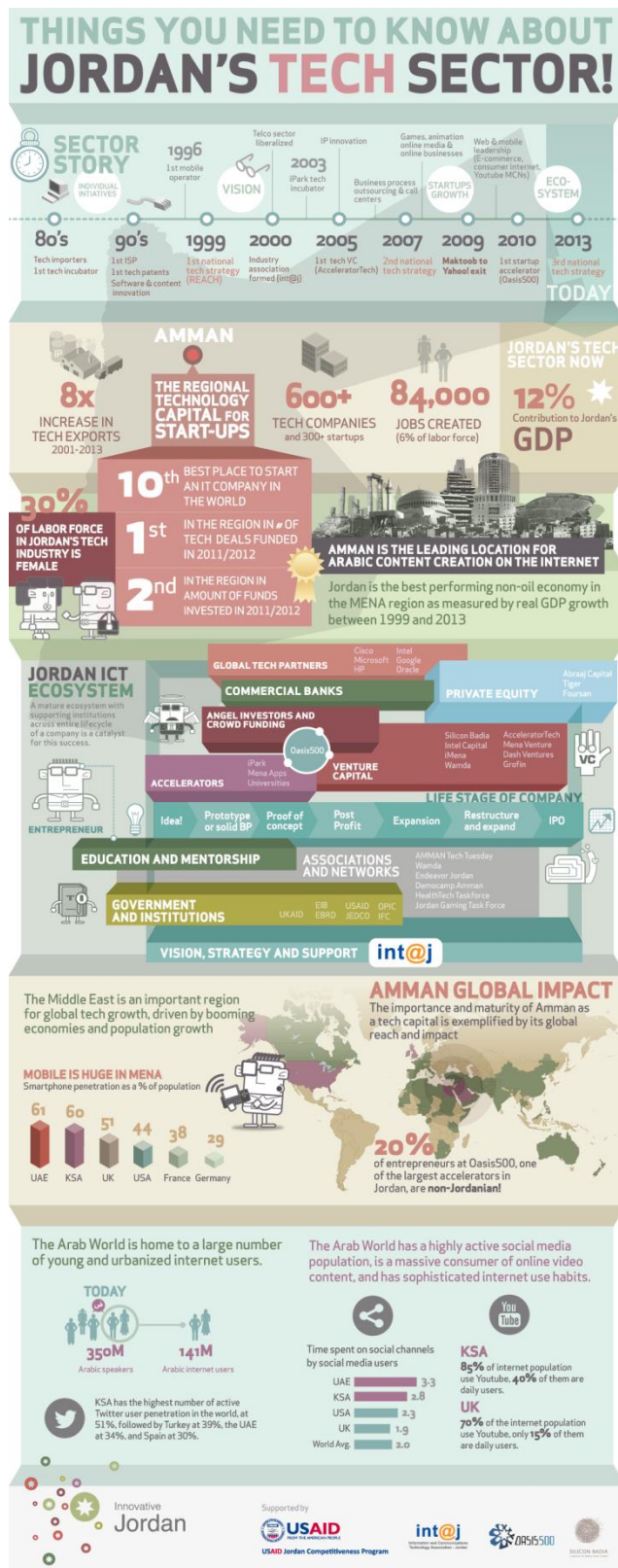
ANNEX B – ATTENDANCE LIST

List of Expats attending the ICT industry promotion program with His Majesty:

First	Last	Position	Company	Industry
Amal	Allan	Vice President	Bank of The West	Banking and financial services
Amjad	Obeidat	Senior Hardware Architect	Amazon Lab 126	Information and communication technologies
Anwar	Awad	VP of R&D/ President of the Armenia Office	Synopsys	Information and communication technologies
Basel	Kilany	CEO	Apprator LLC	Information and communication technologies
Eliana	Abuhamdi			
Eyad	Ibrahim	President	Jordanian American Association and member of the executive committee of the SF-Amman sister city	
Ghaleb	Abdulla	Project Lead	Lawrence Livermore National Laboratory	Information and communication technologies
Hafiz	Nijim	President	Sonolaze	Energy resources and green technologies
Imad	Lahham	President and CEO	Precision Design Solutions	Design Consulting
Issa	Batarseh	Professor of Electrical Engineering	University of Central Florida	Education
Joe	Ayoub	CRO	Liquidm	Information and communication technologies
Joel	Haddad	Treasurer	Member of the executive committee of the SF-Amman sister city	
Majdi	Alamat	Executive Secretary	Member of the executive committee of the SF-Amman sister city	
Matt	Dababneh	American Politician	State of California	Politics
Mohammad	Al-Baijat	CEO	Photobhan Energy	Energy resources and green technologies
Mohannad	El-Khairy	Plug & Play	Plug & Play	Information and communication technologies
Rami	Rihani	Senior Manager	Accenture	Information and communication technologies
Said	Al-Hallaj	Chairman and CEO	All Cell Technologies LLC	Energy resources and green technologies
Samer	Madanat	Xenel Professor of Engineering,	UC Berkeley	Education
Shihab	Kuran	President	SunEdison	Energy resources and green technologies
Wael	Al-Husami	MD, FACC, FACP, Director International Health ME	Lahey Hospital and Medical Center	Health, medical and pharmaceuticals
Wissam	Rabadi	JCP		
Zaid	Ayoub	President	Investment Company	Banking and financial services

ANNEX C – EXPORT READINESS TOOL

Output based on completed indicator levels
3 = Likely Opportunity
2 = Potential Opportunity
1 = Unlikely Opportunity

Opportunity potential based on overall assessment by lever
Target company sector:
Target company NACE:

Summary

Lever	Category	Opportunity	Opportunity level	# of questions answered per category		Overall assessment per lever (manual)*
Access to international markets	Export market reach	To increase # of export countries via trade fairs,export program	0.0	0%		Likely Opportunity
	Export team capabilities	Having an export organization with optimum size of talented people	#VALUE!	0%		
	Export presence	To increase presence of companies via country rep offices etc.	0.0	0%		
	Marketing and channel	To define right marketing strategy and channels for each export market	#VALUE!	0%		
International market knowledge	Deeper knowledge on existing export markets	To increase market knowledge via more cost-efficent options (country rep office,shared logistics, country reports etc.)	0.0	0%		Very likely opportunity
	Deeper knowledge on existing export markets	To increase customer knowledge in existing export countries via customer database, tender subscriptions	0.0	0%		
	Deeper knowledge on existing export markets	To benefit more from industry events to increase market access	0.0	0%		
	Market intelligence	To create a systematic and proffesional approach for market intelligence	0.0	0%		
	Target market methodology	To give more strategic decisions on target export markets (target country lists etc.)	#VALUE!	0%		
Access to funding	Expansion constraints (physical capacity, human etc.)	To help companies working off the constraints which prevent expansion	0.0	0%		Very likely opportunity
	Financial partnership	Building strong and proffesional financial partnerships to fund company growth	0.0	0%		
	Financial partnership	To increase awareness on investment fairs via newsletters or sector organizations	#VALUE!	0%		
Product innovation	Patents/rewards	To increase IP awareness in the company and provide IP education	#VALUE!	0%		Very likely opportunity
	Innovation culture/strategy	Building structured product innovation culture/strategy in the company	0.0	0%		
	Advanced productization	To create scalable, commercialized products	0.0	0%		
	Product quality		0.0	0%		
	Partnership and certification	To increase reach of products through partnerships and certifications	0.0	0%		
Company capability	Long term strategy	Build long term strategy capabilities within the leadership and company	0.0	0%		Very likely opportunity
	Growth aspiration	Setting a growth rate aspiration inline with sector and country dynamics	#VALUE!	0%		
	Organization	Assuring that right organization structure is in place	0.0	0%		
	Organization	Using effective performance management system/compensation scheme	#VALUE!	0%		
	Stakeholder management	Assuring that the company has right strategic partners and manage them in a correct way	0.0	0%		

* To assess the overall opportunity per lever please make a judgement based on:
1. Level of opportunity of each category
2. # of questions answered per category
3. Overall judgement about the target company gained during the diagnostic

The potential of each lever is based on a detailed set of indicators

Dimensions	Indicators	Low Export Readiness	High Export Readiness	Examples for High Export Readiness (Grade:3)
1 Access to international markets	• Export market reach		3	• Presence in export markets (i.e. sales office/rep)
	• Export team capability		3	• Existence of a dedicated export sales team
	• Export presence		3	• Differentiated marketing and channel strategy
	• Marketing and channel		2	
2 International market knowledge	• Deeper knowledge on existing export markets	1		• Structured approach on selecting target export markets
	• Market intelligence		2	• Proactive customer and market reach (i.e.; lead lists, international fairs etc.)
	• Target market methodology		3	• Existence of deep market knowledge
3 Access to funding	• Expansion constraints		2	• Lack of financial barriers for expansion
	• Financial partnership		2	• High engagement level with investors
				• Close follow-up of investor events
4 Product innovation	• Patents/rewards		3	• Existence of an actual product/IP, adapted to local needs
	• Innovation culture		3	• Structured product roadmap and product team
	• Product portfolio		3	• Dedicated quality assurance team, quality measurement via KPIs
	• Product quality		3	• Certifications and technology partnerships
	• Certification and partnerships		3	
5 Company capability	• Long term strategy		2	• Existence of 2-3 year strategy and positioning
	• Growth aspiration	1		• Appetite for growth and exports
	• Organization		3	• Established middle management level, i.e. organization not centered around founder
	• Stakeholder management		3	• Established Performance Management
				• Professional partner management, e.g. regular performance discussions agreed KPIs